



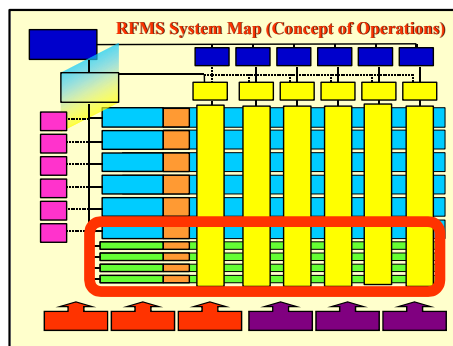
## CHAPTER 6 SYSTEM SUPPORT FUNCTIONS

### a. DEFINITIONS

(1) **SYSTEM SUPPORT FUNCTION.** A system support function provides a critical set of shared internal support services to all components of the RFMS. Support functions are grouped in four categories: Resource Management (including Financial Management and Positions Management), Information Technology Management, System Management Support, and Contracting Support.

(2) **SUPPORT FUNCTION MANAGER (SFM).** SFM is a generic label for the overall manager of a RFMS support function. The SFM ensures all support requirements are identified and addressed through the most effective and efficient means possible, regardless of the source of the support.

### System Support Functions



- Resource Management
  - Financial Management
  - Position Management
- Information Technology Management
- System Management Support
- Contracting Support



**b. RESPONSIBILITIES.**

(1) The **Regional Engineer (RE)** and staff centrally (regionally) manage the CNFJ Region Facility Management (FM) Program. The RE is the Regional Program Manager (RPM), with responsibility defined by the *Desk Guide for CNFJ Region BOS Management*, provides overall guidance for the Regional FM program.

(2) The **Deputy Regional Engineer (DRE)** has the primary duty to assist the Regional Engineer in strategic program management decisions, including requirements identification, programming, budgeting, and resource allocation.

(3) The **Regional Program Action Officer (RPAO)** is the designated Support Function Manager (SFM) for **Resource Management**. The RPAO's primary duty is to assist the RE and DRE in tactical day-to-day program management decisions, including requirements identification, programming, budgeting, and resource allocation. The RPAO coordinates with the BLMs and base PWOs as necessary to effectively manage allocated business line resources.

(4) The **Regional Business Line Managers (BLMs)** provide day-to-day program management for their respective business lines. Regional BLMs coordinate with the RPAO, Base Service Delivery Managers (BSDM), and base PWOs as necessary to effectively manage allocated business line resources.

(5) The RFMS **Information Technology Manager (ITM)** is the designated Support Function Manager (SFM) for **Information Technology Management**. The RFMS ITM assesses and identifies RFMS IT requirements and pursues effective and efficient IT solutions. The RFMS ITM responsibilities are a collateral duty of the PWC Japan Information Technology Director (PWC Code 190).

(6) The RFMS **System Support Manager (SSM)** is the designated Support Function Manager (SFM) for **Management Support**. The RFMS SSM assesses and identifies RFMS support requirements and pursues effective and efficient support solutions. The RFMS SSM responsibilities are a collateral duty of the PWC Japan Management Department Head (PWC Code 130).

(7) The **Deputy Officer in Charge of Construction (DOICC)** Far East provides day-to-day leadership and management of regional OICC FE operations. The DOICC supervises centralized contracting hub functions and oversees local ROICC execution and personnel management.

(8) The **Resident Officer in Charge of Construction (ROICC)** is the local (base level) officer responsible to lead and manage local ROICC office operations. The ROICC is typically “double-hatted” as the Base PWO.



**c. RESOURCE MANAGEMENT.**

(1) The Regional Facility Management System receives resources to operate from three major resource streams:

- a) The CNFJ Regional Facility Management Program
- b) Japanese Host Nation Support
- c) Reimbursable Clients.

(2) **CNFJ Region Resource Management Processes.** As managers of a CNFJ regional program, the RE, DRE, and RPAO will follow the resource management procedures and processes as described in the Desk Guide for CNFJ Region BOS Management. Chapter 8 of the Desk Guide, entitled “Operational Management Processes” outlines the resource planning, programming, budgeting, allocation, and adjustment processes.

(3) **RFMS Resource Management.** Resource management within the Regional FM Program will operate within these basic ground rules:

- a) Resources (funding and manpower positions) for all facilities management functions are centrally managed by the RPM (RE) and staff (including the DRE, RPAO, and BLMs).
- b) The RPM will identify the full requirement and seek resources through the POM and budget processes to satisfy the full requirement.
- c) Resource targets for the Regional FM Program are provided by the Regional BOS Management Team (Chief of Staff, Regional Business Manager, and Regional Comptroller).
- d) Resource targets for each of the RFMS Regional Business Lines are provided by the Regional FM Program Manager and staff (DRE and RPAO).
- e) RMB allocation to the Bases will be developed by the DRE/RPAO in accordance with the FSM and the Navy’s sustainment goals, as discussed in Chapter 10, paragraph d.
- f) The Regional Engineer will communicate the method or algorithm for allocating available resources within RFMS. The allocation process will be fully visible to all RFMS managers, Regional Staff, and Base Commanding Officers.
- g) Effective planning, communication, and teamwork are essential ingredients for RFMS success in resource management. RFMS has the volume and flexibility to solve most emergent needs internally within existing resources.



**h) Financial Management.**

- 1) RFMS BLMs are responsible to plan, program, budget, allocate and manage financial resources for their respective business lines. BLMs must seek innovative and cost saving ways to resource business line operations.
- 2) RFMS PWOs and Base Service Delivery Managers (BSDM) are responsible to plan and execute their respective programs and functions within financial resources allotted.
- 3) DRE will allocate SRM resources per the guidelines of the SRM Investment strategy (Chapter 10, paragraph d.) DRE and RPAO will monitor execution and obligation rates.
- 4) PWOs and BLMs will identify unfunded financial requirements by the “unfunded requirement identification process” outlined in the Desk Guide for CNFJ Region BOS Operations. PWOs shall forward requirements to the appropriate BLM (not Base Financial Manager or Region Comptroller), copy to RPAO. BLMs should review and validate unfunded requirements, then send on to the RPAO. The RPAO should maintain a listing of all unfunded RFMS requirements and seek every opportunity to obtain resources necessary to address highest priority issues.
- 5) PWOs should develop and adjust execution plans to work within allocated financial resources. “Must fund” bills must be included in the plan. Defer any work that can be deferred to match plan with financial allocation. “Must pay” bills should never be presented as “unfunded requirements” while deferrable work remains in the execution plan. The focus of discretionary funding should be on the elimination of Q3/Q4 deficiencies, particularly on those facilities most critical to early generation of combat power.
- 6) PWOs should always develop and have additional executable work that can be added to the execution plan should more funds become available through reprogramming, mid-year adjustments, and end-of-year adjustments. Develop an execution strategy working with BLMs and the RPAO.
- 7) RFMS must be flexible and resilient to deal with emergent requirements, a fact of life in facility management. PWOs must re-prioritize execution plans to address emergent requirements. Do not assume additional financial resources can be obtained for emergent needs. Work with BLMs and the RPAO to adjust as necessary.
- 8) The RPAO will allocate the majority of available funds to base sites to enable better local execution planning and obligation. Unallocated and un-obligated funds often become a target for reprogramming needs.



9) The RPAO may hold a small amount of “centrally managed funds” in reserve to handle emergent requirements, central procurements, or region initiatives. However, these funds may be captured by the Regional BOS Management Team to meet emergent needs in other Region programs.

10) Actual obligation is a key metric of financial management success. Obligate funds against the execution plan as soon as practical. High obligation rates position the program for additional funding for emergent requirements. Low obligation rates invite reprogramming out of the program for other BOS needs.

11) All financial managers must carefully watch for “over-obligation” (obligating ahead of the spending plan). Although sometimes warranted, over-obligation should always have a defensible rationale and a realistic recovery plan.

12) Reprogramming. Realignment of funding between Special Interest Items (SII) such as OB, MW, and CT require approval from higher authority than CNFJ. Because historical spending impacts future spending, we need to fully understand our reprogramming needs. All proposed reprogramming actions along with impact statements must be coordinated with higher headquarters program managers prior to submitting reprogramming requests via the fiscal chain of command. Affected BLMs should review and validate, reprogramming requests prior to sending them on to the RPAO. The RPAO should review, provide recommendations for approval/disapproval and forward reprogramming requests to the CNFJ Regional Comptroller for further action.

13) Fixed Costs. The Firm Fixed Price (FFP) portion of all BOS Contracts (BOSC) and facility support contracts (FSC) as well as shore station utilities are normally considered must fund bills and must be funded within existing controls. Future BOS and FSC contracts need to be more closely aligned with service levels approved by the Navy’s Shore Installation Programming Board (SIPB). The Maintenance and Services BLM has the lead in this effort. This will allow contracts to be descoped by service level if needed. Continued efforts for minimizing contract costs are encouraged.

i) **RFMS Position Management.**

1) All approved CNFJ manpower positions (military, U. S. civilian, Japanese civilian (Japan), or Third Country National Civilian (Diego Garcia) assigned to the facility management mission will be centrally managed through the Regional Facility Management Program by the Regional Engineer and staff.

Correspondingly, the PWC BM has RFMS manpower position control for all NWCF positions assured to the RFMS. The BM maintains the MEO for the NWCF component of RFMS. . Additionally, the DOICC has RFMS manpower position control for all OICC FE positions assigned to the RFMS. The DOICC maintains the MEO for the OICC FE component of the RFMS

2) PWC Japan and OICC Far East manpower billets are established and funded



separately by the Naval Facilities Engineering Command. The triple-hatted RE/CO PWC/OICC will seek maximum RFMS staffing efficiency by combining manpower resources in a seamless service delivery process. Each source command retains respective manpower authority and control over assigned positions

3) The Deputy Regional Engineer has RFMS manpower position control for all CNFJ manpower positions assigned to the facility management mission. The DRE maintains the Most Efficient Organization (MEO) for the CNFJ Region component of RFMS.

4) The Deputy Regional Engineer, PWC BM, and DOICC, in turn, allocates approved manpower positions to each of the six RFMS business lines for position management.

5) Business Line Managers (BLMs) are the position managers of the personnel resources within their business lines. Each BLM should establish a “most efficient organization”(MEO) for his respective Regional business line (cutting across all supported bases). The BLM should always be seeking the best use of manpower assets to achieve maximum efficiency and effectiveness for the Regional business line.

6) The RPAO will maintain a listing of all approved CNFJ Region RFMS approved manpower positions, including military, U.S civilian, Japanese civilian, and Third Country National Civilian positions. Any changes to this approved manpower listing must be vetted through the RFMS Position Management Process and approved by the RFMS Steering Team.

7) **RFMS Position Management Process** (for CNFJ Region positions, see Chapter 8 for a process map of the RFMS position management process).

a. Since each BLMs is the position manager of the (mission-funded) personnel resources within his/her business lines, all changes in billets, FTEs, etc., need to be staffed through the BLM. If the transfer or change in billet is within the business line, the BLM has the final say. If the billet transfer affects more than one business line concurrence should be sought from all affected BLMs. However, the Deputy Regional Engineer (to whom the BLMs operationally report) has the final say, subject to approval by the RFMS Steering Team and the CNFJ Region Position Management Board (PMB) when necessary.

b. For PWT positions, PWOs can hire within approved RFMS MEO without further review. PWOs should work with the appropriate BLM, as BL community manager, on key position recruitments. The PWO, or a subordinate PWT supervisor, will be the selecting official.





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c. For Hub positions, BLMs can hire within the approved RFMS MEO without further review. The BLM, or a subordinate Hub supervisor, will be the selecting official.

d. Approval from higher authority (PMB via DRE and RFMS Steering Team) is required for any staffing growth beyond the approved MEO, including new positions or increased grade of an existing position. If the proposed growth is at a PWT, both the PWO and BLM must endorse the change before RFMS Steering Team review.

e. The System Support Manager (PWC Management Department Head, Code 130) will administratively support the position review process.

f. After RFMS Steering Team approval, the proposed staffing growth must be reviewed and approved by the CNFJ Region Position Management Board (PMB) for the CNFJ Funded billets. The Deputy RE will present the growth proposal to the PMB.

g. For PWC Japan manpower, the PWC Executive Officer, working with the PWC Business Manager, holds position management control for PWC Japan positions, including military, U. S. civilian, and Japanese civilian positions.

h. For OICC Far East manpower, the Deputy OICC holds position management control for OICC Far East positions, including military, U. S. civilian, and Japanese civilian positions.

## **d. INFORMATION TECHNOLOGY MANAGEMENT**

(1) The RFMS IT Manager, PWC Code 190, manages information Technology (IT) Support for RFMS. The IT Manager will work with Base PWOs and Region BLMs to ensure effective and efficient IT support is available to all RFMS components, regardless of the source.

(2) The IT Manager will work with each BLM to determine the hardware, software and follow-on support requirements. The IT Manager staff will work with the ITSC-FE and other IT professionals to implement the requirements. In some cases, a Memorandum Of Agreement (MOA) will be written to clearly define areas of responsibility for the IT staff at PWC Japan and the IT staff from another command.

(3) The RFMS IT Manager will establish RFMS IT standards that require and allow effective and efficient IT tools. RFMS IT standards will conform to all standard guidance established by higher authority.

(4) Each RFMS Business Line Manager (BLM), working with all PWOs and base-level function managers, will identify and document special hardware, software and follow-on support requirements for the entire Regional business line to the IT Manager. BLMs must obtain the written approval of the IT Manager before any purchase of IT hardware or software.



e. **SYSTEM MANAGEMENT SUPPORT**

(1) The RFMS System Support Manager (SSM), PWC Code 130, manages business process support functions for RFMS. These functions include business analyses, administrative support, training support, safety program support, personnel management administration (PDs, recruitment, awards, etc.) and public affairs support. The SSM will work with Base PWOs and Region BLMs to ensure effective and efficient business process support is available to all RFMS components, regardless of the source.

(2) The System Support Manager will work with each BLM to determine management support requirements and develop the most effective and efficient support solutions.

(3) The SSM will establish RFMS management support standards and guidance. The SFM will ensure that all management support guidance conforms to standards, guidance, and directives established by higher authority.

f. **CONTRACTING SUPPORT**

(1) Contracting support for RFMS is provided primarily through the Officer in Charge of Construction, Far East (OICC FE) and its field component Resident Officer in Charge of Construction (ROICC) offices.

(2) PWOs are typically “double-hatted” as the local ROICC. Each ROICC has a Deputy ROICC, who acts as the day-to-day leader of ROICC operations.

(3) Naval Facilities Engineering Command (NAVFAC) is the Navy’s Head of the Contracting Agency (HCA) for construction, facility related services, professional services, and real estate. NAVFAC has delegated specific contract authority to Pacific Division, NAVFAC (PACDIV). PACDIV, in turn, has delegated specific contracting authority to OICC Far East and ROICC officers and civilians by means of individual contracting warrants.

(4) At the Region level, the Deputy OICC is a member of the RFMS Steering Team. At the base level, the ROICC, Deputy ROICC, and ROICC Office staff are an imbedded part of the local RFMS Public Works Team (PWT).

(5) The Deputy OICC leads the OICC FE hub (centralized) functions. The PWO/ROICC leads the local ROICC operations.

(6) OICC Far East, and all its components, will fully comply with all PACDIV, NAVFAC, Navy, DoD, and Federal guidance and regulations related to contracting for RFMS support.

a) **Requirements.** BLMs and PWOs must plan the most effective and efficient means of providing service, including functions, projects, and services that will be contracted. BLMs and PWOs are responsible for the “requirements identification” step in the procurement process. BLMs and PWOs should identify requirements to be





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contracted as soon as practical to OICC FE and local ROICC offices.

b) **Acquisition Planning.** Early communication enables effective acquisition planning and allows OICC FE to engage the best (effective and efficient) contracting vehicle for the requirements at hand. OICC will continually review its acquisition strategies to ensure best available contracting solutions are used in support of clients.

c) **Purchase Cards.** RFMS personnel can procure limited supplies through micro purchase procedures using approved NAVSUP purchase cards. RFMS components must comply with all established NAVSUP guidance on use and limits of the purchase card program.